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8 May 1959

## MEMORANDUM FOR: Members of OCB Working Groups

I. New Procedures for OCB Papers

The OCB mechanism is now shifting into the production of papers which will be considerably more streamlined than before. This will of course be welcome news to everyone concerned with the production of these papers. The new formats should not only eliminate a great deal of the detail which has led to so much interagency haggling in the past but - much more important - should serve to highlight the really important issues on which interagency coordination can be valuable.

The principal change is in the format of the Progress Reports. These will now consist only of a summary of progress made during the period, and will in no case be longer than two pages. Only in rare instances will they be prepared more often than once a year, as contrasted to the semi-annual schedule in effect up to now.

The approved new format of the Operations Plans should also result in shorter and more meaningful papers. The Courses of Action, which had previously constituted much of the bulk of the Plans, will be eliminated and the paper will concern itself almost entirely with definite substantive guidance. Each member agency, except CIA, will attach a brief statement of its own operations, which will not have to be coordinated with the other members. Our Sino-Soviet annex (now to be called a Precis) will <sup>now</sup> be attached to the Plans, instead of the Reports.

The transition to the new form for Operations Plans will be a gradual one. In some cases the existing paper can simply be updated, without the necessity of preparing an entirely new one. Eventually a Plan in the new format will have to be prepared for each area involved, and in any case the switch to this format will be no later than the time that the next Progress Report for that area is prepared.

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The attached memo, prepared by the OCB Staff and exhaustively coordinated by the Board Assistants, gives further details on the new procedures. If there are any questions on all of this, let me know and I will try to clarify them.

## II. Substitutes

If it is absolutely necessary to send to an OCB Working Group meeting an individual other than the regularly designated member or alternate, please notify this office as soon as possible. These substitutions have to be cleared by the Office of Security. In an emergency this can usually be done by telephone but we obviously cannot abuse this.

## III. Coordination by DDI

As you know, the semi-final drafts of OCB papers are distributed automatically by this office to the DDI, for comment by interested Offices - always ONE and OCI, and when appropriate, OSI and ORR. The DDI offices are making a particular effort to give close attention to these papers and to make substantive and useful comments on them. You are reminded that when you agree on a paper of this kind you are signing off on behalf of the entire Agency and must make every effort to accommodate the points made by the DDI elements. (In the case of substantive disagreements, these should be taken up with me.)

Occasionally, new language will be submitted by other agencies after the semi-annual draft has been circulated. The system will not automatically insure that these changes are submitted to DDI. Therefore, each Working Group member must be alert to call the attention of this office to any changes of this nature which alter the substance of the paper in any appreciable way, so that they can be passed to the DDI. This is particularly important in the case of language which might be at variance with existing National Intelligence Estimates.

## IV. IO Contribution to the DCI Briefing Notes

Please do not overlook the contribution from the International Organizations Division to the Briefing Notes for the DCI, for those areas where IOD is operative. That division will prepare briefing

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notes on its activities, which will be passed to the appropriate Working Group member for incorporation with the listing of operations of the area division.

  
THOMAS H. PARROTT  
Operations Coordinating Board Assistant

**Attachment:**

Proposed Revised Form of OCB Reports and  
Operations Plans

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OPERATIONS COORDINATING BOARD

April 8, 1959

APPROVED  
MINUTES

Meeting of March 25, 1959

Present:

Mr. Christian A. Herter, Under Secretary of State, Chairman  
Mr. Karl G. Harr, Jr., Special Assistant to the President for Security  
Operations Coordination  
Mr. Allen W. Dulles, Director of Central Intelligence  
Mr. George V. Allen, Director, U.S. Information Agency  
Mr. Leonard J. Saccio, Acting Director, International Cooperation  
Administration  
Mr. Gordon Gray, Special Assistant to the President for National  
Security Affairs \*  
Mr. F. Haydn Williams, Alternate for Mr. Donald A. Quarles, Deputy  
Secretary of Defense \*\*  
Mr. Fred C. Scribner, Jr., Under Secretary of the Treasury  
Mr. John A. McCone, Chairman, Atomic Energy Commission \*  
Mr. Bromley Smith, Executive Officer, Operations Coordinating  
Board  
and their Assistants

Also Present: Mr. A. Bruce Mercer, representing the Atomic  
Energy Commission \*\*

The Board took the following actions:

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\* Luncheon Meeting Only

\*\* Formal Meeting Only

Item 1 - OCB Reports and Operations Plans

(a) Noted NSC Action No. 2045, dated January 29, 1959, containing the President's directive that progress reports on approved national security policies by the coordinating agency designated by the President, should normally be transmitted to the National Security Council at yearly intervals, unless the coordinating agency considers that there are significant developments affecting the policy or wishes to recommend a review of policy.

(b) Discussed and revised a paper prepared by the Executive Officer, "Proposed Revised Form of OCB Reports and Operations Plans," dated March 16, 1959, which paper, as revised, is attached hereto and incorporated in these minutes, to serve as the basis for the preparation by the Executive Officer, in coordination with the Board Assistants, of detailed instructions to be issued to the OCB working groups for the preparation of OCB Reports and Operations Plans.

(c) Agreed that the change in the method of reporting to the NSC and the revised format for operations plans increases the capability of the Board to deal with current questions of interagency concern and other aspects of its work, as set forth in Executive Order 10700, and encouraged the working groups to identify such questions and, as appropriate, prepare papers thereon for the Board's consideration and action.

(d) Concurred in the Chairman's view concerning the valuable continuing coordination that results from the regular monthly meetings of OCB working groups.

(e) Noted the view of the Chairman that the weekly Activity Report is useful in helping to keep the Board and working groups currently informed and agreed to discuss at a future meeting how the Report might be made more useful.

Bromley Smith  
Executive Officer

**Attachment:**

"Proposed Revised Form of OCB Reports and Operations Plans," dated 3/26/59

March 26, 1959

PROPOSED REVISED FORM OF OCB REPORTS AND OPERATIONS PLANS

A. Reports for the NSC

1. Report Recommending No Policy Review. Report covering the year since the date the last report was approved by the Board or a year from the date of adoption of the policy. A brief document of one or two pages and similar in form to Part I, Summary Evaluation, of the present report form. There would be no annexes or attachments. It would largely consist of an evaluation of progress or lack thereof in achieving objectives of NSC policy.

2. Report Recommending Policy Review. Initiated at any time deemed appropriate and might be the annual report. Similar in form and length to the annual report described above, setting forth the reasons why policy review is being recommended.

B. Operations Plans

1. The Operations Plan would be prepared promptly for Board consideration by the appropriate working group following assignment to the OCB of the national security policy. Subsequently, at the time the Board considers a report to the NSC on the assigned national security policy which does not recommend policy review, it would also review the Operations Plan. The Operations Plan and the related national security policy would be kept under continuous review by the agencies concerned and by the working group, and the working group at any time would make or would propose changes as necessary in the Operations Plan. However, semi-annually following Board approval of the Operations Plan or of its latest revision, the working group in a memorandum to the Board would, as appropriate, certify to the continuing validity of the policy and (1) advise the Board that the Operations Plan is still sufficiently current and responsive to operational needs or (2) recommend to the Board changes in the Plan.

2. The new format of the Operations Plan would consist of three sections:

- (a) Objectives and General Policy Directives which would include the objectives and general policy directives of applicable national policy.

- (b) Operational Guidance summarizes, in addition to any necessary general guidance, (1) significant immediate or anticipated operational questions of interagency concern, and (2) for each question, specific guidance providing for relative emphasis, timing, and any other special considerations.
- (c) Attachments
  - (1) Brief statements prepared for the Board by each agency describing its current programs which are to be implemented in or are applicable to a particular country or area. The Board would determine if these statements or modifications thereof would be included in the final approved document.
  - (2) Arrangements or Agreements with the U.S. would list, as in the present format, those significant agreements we have with such country or area.
  - (3) Financial Annex and Pipeline Analysis unchanged.
  - (4) Sino-Soviet Activity, one page annex, prepared by CIA, covering Sino-Soviet activity in the country or region concerned.

NOTE: References to pertinent NIE's would be cited at the conclusion of the document.

C. Special Papers for the OCB. Unchanged from present practice. Initiated at any time, such papers present a problem, considerations, conclusions and recommended Board action. They give the Board the means for dealing with critical or emerging situations on the basis of coordinated papers.